

Organizational Growth and Development Philosophy



Growing our key talent to
provide the internal pipeline
for tomorrow

Copyright 2005 Adobe Systems Incorporated. All rights reserved.

Adobe Confidential

ADOBE_009309
Confidential - Attorneys' Eyes Only

ADOBE_009309-15

Organizational Growth and Development Strategic Success

- Identify and develop leadership capabilities needed to drive future growth of the business at all levels in the organization

Current

Future

Copyright 2008 Adobe Systems Incorporated. All rights reserved.

Adobe Confidential

ADOBE_009310
Confidential - Attorneys' Eyes Only

ADOBE_009310-16

HR Operations Philosophy



Recognized for global HR
excellence by providing the
business with best practice
processes and systems that
provide high impact to the
company leveraging
centralization and a cost
effective approach to HR and
business priorities

Copyright 2005 Adobe Systems Incorporated. All rights reserved.

Adobe Confidential

ADOBE_009311
Confidential - Attorneys' Eyes Only

ADOBE_009311-17

Future State Overview - HR Operations



- Intended outcome is to ensure HR is cross functional to increase efficiencies and effectiveness



Adobe Confidential

Copyright 2008 Adobe Systems Incorporated. All rights reserved.

ADOBE_009312
Confidential - Attorneys' Eyes Only

ADOBE_009312-18

HR Excellence



Align HR across the function
to increase agility and
flexibility, building and
leveraging capabilities
resulting in faster execution
and focus on key strategic
priorities

Copyright 2003 Adobe Systems Incorporated. All rights reserved.

Adobe Confidential

ADOBE_009313
Confidential - Attorneys' Eyes Only

ADOBE_009313-19

Future State Overview - Building HR Capabilities

- Build HR capabilities globally to support the business as it continues to evolve and scale



Adobe Confidential

Copyright 2003 Adobe Systems Incorporated. All rights reserved.

ADOBE_009314
Confidential - Attorneys' Eyes Only

ADOBE_009314-20

2013 Targets

2009 Targets

Success Metric Measurements

Copyright 2013 Adobe Systems Incorporated. All rights reserved.

Adobe Confidential

ADOBE_009315-21

2009 - 2013 Strategic Objectives, Measures and Metrics

2013 Targets

2009 Targets

Measurements

Success Metric



Adobe Confidential

Copyright 2005 Adobe Systems Incorporated. All rights reserved.

ADOBE_009316
Confidential - Attorneys' Eyes Only

ADOBE_009316-22

Performance Management Engagement Survey Measurement

- Increase YOY engagement survey metrics related to performance management:

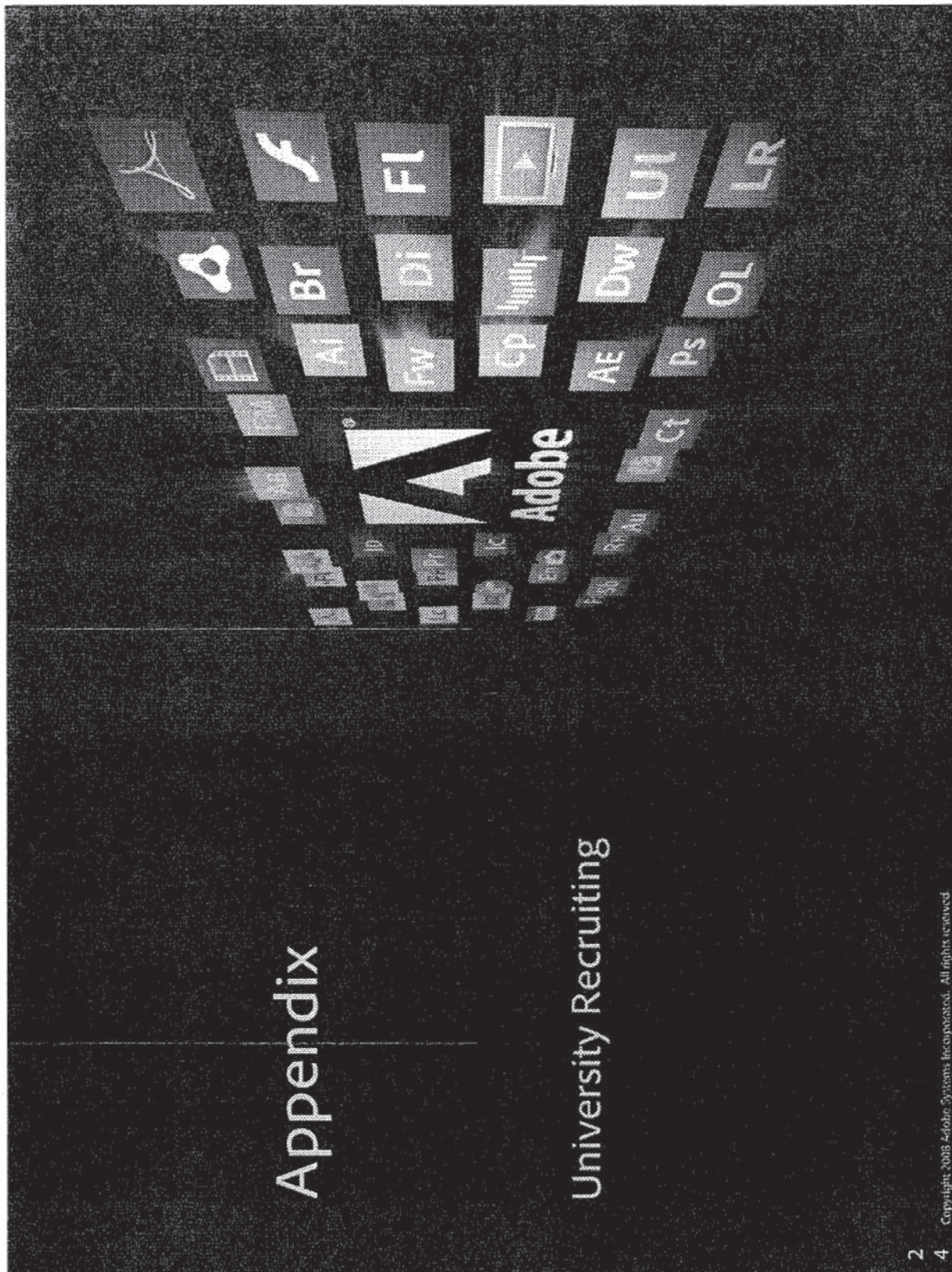
Focus	FY 2009	FY 2010 Target

Copyright 2013 Adobe Systems Incorporated. All rights reserved.

Adobe Confidential Adobe

ADOBE_009317
Confidential - Attorneys' Eyes Only

ADOBE_009317-23



ADOBE_009318
Confidential - Attorneys' Eyes Only

University Recruiting Operating Plan: Key Shifts



University Recruiting: 3 Year Roadmap



University Recruiting KPIs



27
Adobe Confidential

Copyright 2008 Adobe Systems Incorporated. All rights reserved.

ADOBE_009321
Confidential - Attorneys' Eyes Only

ADOBE_009321-27

University Recruiting: FY10 Targeted Universities



ADOBE_009322
Confidential - Attorneys' Eyes Only

ADOBE_009322-28



ADOBE_009323
Confidential - Attorneys' Eyes Only